

TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION
NATHANIEL WITHERELL STRATEGIC PLANNING COMMITTEE
MINUTES – Parks & Recreation Conference Room, Town Hall

Thursday, October 17, 2019

Committee: Arthur D. Norton, Chair; William Drake, Andy Duus, Elizabeth K. Krumeich, Jeffrey Ramer, Nancy Weissler

BET: Leslie Moriarty, Leslie Tarkington

TNW: Laurence Simon, Chairman, TNW Board of Directors; Alan Brown, Executive Director, TNW

Other: Patricia Burns, Chairman, Commission on Aging Board; Lori Contadino, Executive Director, Commission on Aging; Laura Erickson, 2019 BET Candidate

The meeting was called to order at 2:01 P.M.

1. Approval of the BET Nathaniel Witherell Strategic Planning Committee Meeting of Minutes:

Upon a motion made by Mr. Drake, seconded by Mr. Duus, the Committee voted 3-0-1 (Abstain: Ramer) to approve the Meeting Minutes of the September 5, 2019 as amended.

Upon a motion made by Mr. Drake, seconded by Mr. Ramer, the Committee voted 3-0-1 (Abstain: Krumeich) to approve the Meeting Minutes of the September 24, 2019.

2. Status Update of TNW implementation of HDG & O'Connor Davies recommendations by Laurence Simon, Chairman, TNW Board of Directors

Mr. Simon provided a broad overview of consultants' recommendations and implementation actions taken to improve operations:

- Personnel Management – hiring a new Director of Nursing to control overtime (OT); instituting new OT approval process; analyzing optimum full time and part time staffing mix to review headcount
- Delegating vendor oversight to departmental supervisors to control expenses; streamline the timing of payable processing
- Financial – hiring a new CFO with a healthcare accounting experience
- Recruiting new Executive Director (ED) to replace the retiring ED by advertising and use of an Executive Search firm
- Facilities Management – hiring a new Facilities Manager; revision of TNW's 15-year Capital Plan
- Revision of TNW's 15-year Capital Plan

Mr. Simon commented that the operational changes would be the implementation of best business practices:

- TNW would outsource more functions

- TNW would communicate its labor contract expectations to negotiators
- TNW would Integrate CT star-rating specifications with newly acquired software prior to annual State Inspection

The Committee discussed which best practices would best frame TNW during the process. The anticipated presentation to the full BET at its October 24, 2019 meeting was postponed until the BET's meeting, November 18, 2019, to allow Mr. Simon to update his presentation with comments on revenue shortfall projections, and feedback from TNW staff.

3. Review TNW Financial and Accounting reporting format

- **Limitations/constraints of Special Revenue Funds**

Chairman Norton reminded the Committee that O'Connor Davies had recommended the conversion of TNW financial systems to an Enterprise Fund-based approach as an ongoing business and proposed further discussion at the Committee's November 7th meeting. Mr. Mynarski will report on how the Enterprise Fund will be reported in the Town's CAFR.

4. Sub-Committee's Reports

Mr. Duus suggested that the Sub-Committee reports expand on its recommendations in the December 17, 2019 Report, and be presented before the end of the term for discussion. The format would document the changes that had taken place since the original 2017 document and its presentation to the BET. The expanded sub-committee reports would also include what has been discovered through investigations, visits and presentations pursued to learn issues and benefits of each proposed option.

- Maintain current TNW status
- Sell, lease to a 501(c)3
- Sell, lease to a For-profit entity
- Reduce TNW size, close, create trust

5. Legal Issues

Ms. Krumeich reported that completing the property title search will require discovery if the heirs are still alive. The Town Law Department suggested that a search consultant be hired to contact any living heirs before the property is fully unencumbered.

6. Future Committee Meeting Schedule

November 7, 2019 – 2:00 P.M.
December 4, 2019 – 2:00 P.M.

7. Adjournment

The Committee voted unanimously to adjourn the meeting at 4:33 P.M.

Catherine Sidor, Recording Secretary

Arthur D. Norton, Chairman